

CHAPTER: 500

Personnel/Human Resources

DEPARTMENT ORDER:

509 – Employee Training and Education

**OFFICE OF PRIMARY
RESPONSIBILITY:**

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Arizona Department of Corrections Rehabilitation and Reentry



Department Order Manual

A handwritten signature in black ink, appearing to be "David Shinn", written over a horizontal line.

David Shinn, Director

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EXPECTED PRACTICES

American Correctional Association (ACA) Expected Practices: 5-ACI-1D-01, 5-ACI-1D-02, 5-ACI-1D-03, 5-ACI-1D-04, 5-ACI-1D-05, 5-ACI-1D-06, 5-ACI-1D-07, 5-ACI-1D-08, 5-ACI-1D-09, 5-ACI-1D-10, 5-ACI-1D-11, 5-ACI-1D-12, 5-ACI-1D-13, 5-ACI-1D-14, 5-ACI-1D-15, 5-ACI-1D-16, 5-ACI-1D-17, 5-ACI-1D-18, 5-ACI-1D-19, 5-ACI-1D-21, 5-ACI-1D-22, 5-ACI-1G-05, 5-ACI-3B-10 (M), and 5-ACI-3C-04

PURPOSE

This Department Order standardizes the Pre-Service and In-Service Training, professional development and education process, and provides academic and career path guidance for Department employees.

APPLICABILITY

This Department Order applies to Department employees, and contractors, Program Associates, volunteers, or interns who work in an institution or around inmates except as noted. Contractors, volunteers, private prison employees, interns, probationary and part-time Department employees shall not be eligible for Tuition Reimbursement through the Department's Tuition Reimbursement Program.

Private prison training requirements and standards shall be as stated in contracts and equal to Department requirements.

PROCEDURES

1.0 GENERAL RESPONSIBILITIES

- 1.1 Assistant Directors shall establish performance standards and develop Core Competency exams for annual testing.
- 1.2 In accordance with this Department Order and the Annual In-Service Training Plan, Assistant Directors, Wardens, Bureau Administrators and the Chief Learning Officer shall:
 - 1.2.1 Ensure all employees and non-Department personnel within the scope of their authority and responsibility meet or exceed annual training requirements.
 - 1.2.2 Promote the training and development of all Department employees and non-Department personnel.
 - 1.2.3 Encourage staff to serve as instructors as a career enhancement tool.
 - 1.2.4 Identify at least one individual at each institution or bureau interested in additional duties to assist the Career and Academic Advisory Program Manager in providing local support and direction to staff.
- 1.3 Wardens shall assign a Training Cadre Team to meet training needs as staffing levels allow.
 - 1.3.1 Training Cadre Team members shall be recommended by the Deputy Warden and Deputy Warden of Operations and approved by the Warden, or Bureau Administrator and serve a minimum of one training year, not to exceed five consecutive training years. A minimum of one Training Cadre Team shall be established at each institution.
 - 1.3.2 Cadre Team members shall be comprised of any of the following:

- 1.3.2.1 Correctional Officer (CO)IIs
- 1.3.2.2 COIIIs
- 1.3.2.3 Community Corrections Officer

1.4 The Chief Learning Officer shall:

1.4.1 Manage and develop Pre-Service and In-Service Training (i.e., Annual In-Service Training, developmental academies, and certifications). Curriculum shall be developed in consultation with subject matter experts, addressing operational needs, trends and Arizona Peace Officer Standards and Training (AZPOST) requirements based on:

- 1.4.1.1 Operational skill deficiencies
- 1.4.1.2 Training needs assessments
- 1.4.1.3 Inspection findings
- 1.4.1.4 Green, Amber, Red (GAR) Inspection data
- 1.4.1.5 Other sources, such as National Institution of Corrections (NIC), National Institute of Justice, colleges, etc. {5-ACI-1D-07}

1.4.2 Provide oversight and support of the Field Training and Evaluation Program, professional development, and higher education programs.

1.4.3 Ensure training completion is documented in each employee's Learning Management System record and employees are awarded certificates when appropriate.

1.4.4 Monitor the delivery of Core Competency exams and coordinate data gathering for annual analysis.

1.4.5 Ensure In-Service Training is evaluated using industry-standard measurement techniques.

- 1.4.5.1 The Staff Development and Training Bureau shall provide staff to evaluate selected private partners' Pre-Service, In-Service and specialty training (e.g., Correctional Officer III Academy, Field Training Officer training) in accordance with Department Order #106, Contract Beds.

1.5 The COTA Commander shall, in accordance with Arizona Peace Officer Standards and Training (AZPOST), the COTA Technical Manual, and this Department Order:

1.5.1 Manage all CO Pre-Service Training.

1.5.2 Monitor the COTA standards and curriculum to ensure compliance.

1.5.3 Manage all operational aspects of Correctional Officer Training Academies (COTA).

1.5.4 Ensure employees are awarded certificates after successfully completing COTA training programs.

- 1.5.5 Ensure the training records of all trainings offered or sponsored by COTA are placed in each employee's Learning Management System Record.
- 1.6 Supervisors shall:
 - 1.6.1 Ensure employees complete required training, including externally mandated, and industry-specific training (i.e., Physical Plant, teachers, etc.).
 - 1.6.2 Encourage competent and capable employees to volunteer to become instructors.
 - 1.6.3 Add performance appraisal notations for instructors who demonstrate extra effort and commitment.
 - 1.6.4 Document training attendance in employees' performance appraisal files.
 - 1.6.5 Encourage employees to pursue higher education as a step toward career growth.
 - 1.6.6 Encourage employees' attendance in leadership and professional development to enhance their skills and increase opportunities for promotion.
- 1.7 Employees:
 - 1.7.1 Shall meet all training requirements.
 - 1.7.2 May seek additional educational and training opportunities for enhanced personal and professional growth. Shall complete and submit all forms and rosters to receive credit for training.

2.0 PRE-SERVICE TRAINING/CORRECTIONAL OFFICER TRAINING ACADEMY OPERATIONS
{5-ACI-1D-12} {5-ACI-1D-13}

- 2.1 Correctional Series employees shall complete a minimum of 280 hours of Pre-Service Training including:
 - 2.1.1 Professionalism/Ethical Behavior
 - 2.1.2 Inmate Management/Supervision Techniques
 - 2.1.3 Legal Issues
 - 2.1.4 Interpersonal/Written Communications
 - 2.1.5 Firearms/Chemical Agents Training {5-ACI-1D-21}
 - 2.1.6 Applied Skills/Techniques {5-ACI-1D-19}
 - 2.1.7 Institutional Security/Control Procedures, including emergency plans. {5-ACI-3B-10 (M)}
 - 2.1.8 Conflict Management Techniques
 - 2.1.9 Administrative/Personnel Activities
 - 2.1.9.1 Private prisons are exempt from the Administrative/Personnel training.

- 2.1.10 Medical/Mental Health Services and Physical Fitness Training
- 2.1.11 Symptoms, Behaviors, and Management of the Mentally Ill Inmate
- 2.1.12 Suicide Prevention
- 2.1.13 Prison Rape Elimination Act (PREA) Compliance
- 2.1.14 Other training approved by the Director
- 2.2 COTA Sergeants and other COTA management shall support operational and personnel aspects of training and participate in the physical conditioning program with the cadets and Class Advisors.
 - 2.2.1 COTA Instructors, identified by each Warden to teach at COTA, shall be field staff recognized as subject matter experts and be certified Instructors (Train the Trainer) for the classes they teach.
 - 2.2.1.1 COTA staff shall request instructors from the Prison Operations Division to approve based on staffing available.
- 2.3 COTA Class Advisors
 - 2.3.1 Correctional Officer Series employees, who have graduated COTA, may temporarily serve as Class Advisors.
 - 2.3.2 The COTA Commander shall:
 - 2.3.2.1 Recruit and select permanent status employees to be Class Advisors.
 - 2.3.2.2 Ensure sufficient staffing is maintained for the institution's day to day operations while considering Class Advisor selection. Based on the number of vacant Correctional Officer Series positions, some institutions shall generally be expected to provide a greater number of Class Advisors regardless of size.
 - 2.3.2.3 Ensure Class Advisor selections are funded from their budget.
 - 2.3.2.4 Select only employees who demonstrate a history of Meets or Exceeds Expectations, as reflected in the Managing Accounting and Performance (MAP) system with no discipline in the past three years, passing scores on the most recent Core Competency Test by the second re-test.
 - 2.3.2.5 Review potential Class Advisors' personnel files to ensure they will be positive role models for cadets.
 - 2.3.3 Class Advisors shall:
 - 2.3.3.1 Maintain detailed performance records for all cadets under their supervision.
 - 2.3.3.2 Function as a role model, mentor, and reliable source of information to cadets.
 - 2.3.3.3 Monitor all training activities by assisting:

- 2.3.3.3.1 Cadets with academic issues and skills.
- 2.3.3.3.2 COTA staff in curriculum content, instruction and evaluation.
- 2.3.3.3.3 COTA staff by participating in the physical-conditioning program with the cadets under their supervision.
- 2.3.3.3.4 In practical and role-playing exercises.

2.4 COTA Rules of Conduct and Regulations for Instructors, Staff and Guests

- 2.4.1 As the Department's training facility, COTA is host to permanently assigned COTA staff, visiting staff (i.e., staff attending meetings, teaching class at COTA or visiting for other business-related purposes), other guests, and members of the general public. As the Academy is located in an isolated area and the Department recognizes the need to provide housing for staff visiting for periods extending past a single eight-hour shift, individual rooms shall be provided for staff needing to stay more than one day.
- 2.4.2 While the Department expects individuals using the housing at COTA to be able to conduct their off-duty lives as normally as possible, the facility is Department property and visiting staff shall conduct themselves professionally. Department Order #501, Employee Professionalism, Ethics and Conduct, prohibits activities bringing discredit or embarrassment to the State of Arizona.
- 2.4.3 All individuals, with the exception of cadets, working, teaching or assigned to COTA and/or in residence at COTA, shall comply with the COTA Rules of Conduct and Regulations.
 - 2.4.3.1 Alcohol, illegal drugs, unauthorized drugs, inhalants or other unauthorized controlled substance possession or consumption on COTA grounds is prohibited by State Personnel Rules.

3.0 FIELD TRAINING AND EVALUATION PROGRAM – The Field Training and Evaluation Program (FTEP), outlined in the Comprehensive Training and Technical Manual, provides two primary training components; structured on-the-job training (OJT) and field training at the institution level. Field training provides practical application for newly graduated cadets and is based on a system of formal, standardized, and structured training and evaluation.

4.0 ANNUAL IN-SERVICE TRAINING PLAN {5-ACI-1D-01}

- 4.1 The Department's Annual In-Service Training Plan shall be approved by the Director or designee, published and submitted to AZPOST each training year. The Annual In-Service Training Plan shall at a minimum include: {5-ACI-1D-03} {5-ACI-1D-10}
 - 4.1.1 Core Competency Training courses
 - 4.1.2 General training mandated through external requirements including, but not limited to:
 - 4.1.2.1 The Occupational Safety and Health Administration (OSHA)
 - 4.1.2.2 AZPOST requirements and revisions
 - 4.1.2.3 Settlement Agreements

- 4.1.2.4 Arizona Department of Administration (ADOA) Risk Management
- 4.1.2.5 Arizona Revised Statutes (A.R.S)
- 4.1.3 Selected elective training.
- 4.1.4 The number of courses required of each employee.
- 4.2 Assistant Directors, Bureau Administrators and Wardens may develop training schedules specific to their needs with the assistance of the Training Officer provided they conform to the Annual In-Service Training Plan. Additional training requirements may be added. {5-ACI-1D-03}
- 4.3 The institution's Annual Training Plan shall provides for ongoing formal evaluation of all Pre-Service, In-Service, and Specialized Training Programs. A written report shall be prepared annually for the Chief Learning Officer. {5-ACI-1D-05}
- 4.4 Department Employees {5-ACI-1D-04}
 - 4.4.1 All Department/private prison employees shall take proficiency and developmental training in accordance with the Department's Annual In-Service Training Plan.
 - 4.4.1.1 The Correctional Analysis and Response to Emergencies (CARE) Training, which includes Cardio-Pulmonary Resuscitation (CPR), and Automated External Defibrillator (AED), shall be completed every year.
 - 4.4.1.2 All personnel who work with inmates shall receive training so they are thoroughly familiar with the rules of inmate conduct, the rationale for the rules and the sanctions available. {5-ACI-3C-04}
 - 4.4.2 All new Department employees, with the exception of those who have completed COTA, shall complete: {5-ACI-1D-11} {5-ACI-1D-14} {5-ACI-1D-15} {5-ACI-1D-16} {5-ACI-1D-17}
 - 4.4.2.1 New Employee Orientation (NEO) Training prior to start of job assignment. NEO shall consist of 40 hours of training and include training on emergency plans of the institution. {5-ACI-3B-10 (M)}
 - 4.4.2.1.1 Non-Correctional Series employees reinstating after more than one year shall be required to complete NEO Training.
 - 4.4.2.2 Annual In-Service Training by the end of the Training Year. Annual In-Service shall consist of 40 hours of training for all staff.
- 4.5 Non-Department Personnel
 - 4.5.1 All non-Department personnel shall take proficiency and developmental training in accordance with the Annual In-Service Training Plan.
 - 4.5.1.1 Training shall be based on the amount of inmate contact (i.e., incidental, periodic or frequent), as defined in the Glossary of Terms.
 - 4.5.2 Contracted healthcare staff shall complete:

- 4.5.2.1 CARE Training every year unless they provide documentation of their American Red Cross or American Heart Association CPR certification prior to the end of each training year.
- 4.5.2.2 Suicide Prevention and Signs and Symptoms of Mental Illness training every year.
- 4.5.2.3 Any other class as designated by the Annual In-Service Training Plan.
- 4.5.2.4 Any additional training designated by the Chief Learning Officer.
- 4.5.3 All new non-Department personnel shall complete: {5-ACI-1G-05}
 - 4.5.3.1 New Non-Department Personnel Orientation Training based on the amount of inmate contact as described in section 4.4.1.1 above.
 - 4.5.3.1.1 Volunteers shall complete training prior to reporting to a work location.
 - 4.5.3.1.2 All others shall begin training prior to starting their job assignment.
 - 4.5.3.2 Annual In-Service Training by the end of the Training Year.

5.0 SPECIAL TRAINING {5-ACI-1D-18}

- 5.1 Leadership Development Academies – The Department shall offer leadership development academies to promote the professional growth of employees. The Training Officer shall initiate the registration process for academies. Attendance shall require the approval of the Bureau Administrator, Warden or designee.
 - 5.1.1 Leadership Development and Education (LEAD) provides an opportunity for supervisors to focus on concepts and theories of leadership. Three levels of development are provided with:
 - 5.1.1.1 Essentials providing the fundamentals of leadership.
 - 5.1.1.2 Tools providing the application of knowledge in leadership.
 - 5.1.1.3 Mastery providing the expectation of leadership.
 - 5.1.2 Sergeants Leadership Academy – All Sergeants and CO IIs on the Central Promotional Register shall complete the Sergeants Leadership Academy. Topics covered shall include supervision, leadership, employee staffing, roster management, coaching, incident management systems, and other subjects essential to the Sergeant’s role within the institution. Priority for attendance at the Sergeants Leadership Academy shall include:
 - 5.1.2.1 Newly promoted sergeants within six months of promotion.
 - 5.1.2.2 CO IIs on the Central Promotional Register.

- 5.1.2.3 Upon supervisory approval, employees in other job classifications, such as CO IIIs, CO IVs, etc., seeking enhanced training opportunities for promotion may attend. Supervisors shall be given first priority.
 - 5.1.3 Other Leadership Academies and Training as developed or approved by the Annual In-Service Training Plan.
- 5.2 Visitation Officer Training – The Staff Development and Training Bureau shall provide Visitation Officer Training (40 hours) at individual institutions to ensure statewide standardization of visitation practices. The 40 hours of training shall include 16 hours of classroom and 24 hours of OJT using the Visitation Officer OJT Check Sheet, Form 509-22.
- 5.3 Specialized Academies – The Department shall offer specialized academies to support and assist employees in gaining specialized skills that are beyond basic competencies. Interested employees shall, with the approval of the Warden or Administrator, submit a written request to the Training Officer.
 - 5.3.1 Armory School – The Armory School shall teach basic skills needed to repair and maintain major firearms used by the Department.
 - 5.3.2 Chase Academy – The Chase Academy shall focus on all aspects of searching for an escaped inmate, including safety, tactics, canine support, chase techniques, reports and documentation, coordination with other law enforcement, logistics, mapping and other related topics.
 - 5.3.3 Special Operations and Tactics (SOT) Academy for Basic Operators - Upon joining SOT, staff meeting the requirements as outlined in this section shall be scheduled to attend the next available SOT Academy for Basic Operators. This Academy, taken at least once by SOT members after meeting the requirements as outlined below, shall offer hands-on practice in specific areas including tactical formations, use of canine support, building entry, weapons familiarization and practice.
 - 5.3.3.1 Staff must have at least one year of correctional experience and 40 hours of Academy training before joining SOT. Prior military or civilian corrections or law enforcement experience can substitute for the one year of experience. {5-ACI-1D-18}
 - 5.3.3.2 Academy requirements shall include:
 - 5.3.3.2.1 Proficiency in specialty weapons (i.e., M4, Pepper Ball Launchers, ASP Baton, and CEWs, such as the TASER).
 - 5.3.3.2.2 Knowledge of tactical formations, building entry tools, and use of force training.
 - 5.3.3.2.3 Firearms qualification at a determined standard.
 - 5.3.3.2.4 The ability to meet the 50th percentile in physical fitness, which meets the COTA graduation requirement.

- 5.3.4 Firearms Training – Employees proficient in the use of firearms recommended by the Warden or Bureau Administrator to be Firearms Instructors shall attend Firearms Training. Employees successfully completing the Firearms Training shall return to their institutions/Bureau and serve as Firearms Instructors, offering firearms and related training to Uniformed Correctional Series and other designated employees, in accordance with Department Order #510, Firearms Qualification/Firearms Instructor Certification.
- 5.3.5 Special Security Unit (SSU) Academy – All SSU staff shall attend the SSU Academy. Topics shall include intelligence gathering, interviewing skills, and current information on validated Security Threat Groups and contraband introduction into the institutions.
- 5.3.6 CO III Academy – All recently promoted CO IIIs shall attend the CO III Academy. The Academy shall prepare CO IIIs to work effectively with inmates and to ensure inmates are productive, accountable and prepared for re-entry into the community.
- 5.3.7 Community Corrections Officer Academy – All Community Corrections Officers shall complete the Community Corrections Officer Academy. The Academy offers Community Corrections Officers the opportunity to learn the skills necessary for working with offenders in the community. Topics shall include Communication, Self-Defense, Case Management, Due Process, and Field Visits. The Assistant Director for Community Corrections shall select Community Corrections Academy participants.
- 5.3.8 Occupational Safety and Health Administration (OSHA) Safety Academy – All Physical Plant, Fleet Management and Services, and Warehouse employees shall complete OSHA Safety Academy every three years. This 30-hour Academy shall address fundamental OSHA safety standards and applications. At the completion of the Academy, employees passing the final exam shall receive an OSHA card and certificate. The OSHA certification shall be renewed every three years.
- 5.3.9 Contract Beds Monitoring Academy – All Department employees working within private prisons to monitor the adherence to contracts between Contract Beds Operations and the Department shall attend the Contract Beds Monitoring Academy.
 - 5.3.9.1 Topics shall include compliance and non-compliance reviews, documentation, performance and cultural assessment, and taking action when improvement is needed.
- 5.4 Incident Command System Training
 - 5.4.1 All Department employees and designated healthcare staff shall take the following Incident Command System (ICS) training once. This training is available on-line at <http://training.fema.gov/IS/>:
 - 5.4.1.1 Introduction to Incident Command System (IS-100).
 - 5.4.1.2 National Incident Management Systems (NIMS), An Introduction (IS-700a).
 - 5.4.2 Additional ICS Training – The following classes shall be completed once by designated Department employees and non-Department personnel:

- 5.4.2.1 National Response Framework, An Introduction (IS-800b) – This on-line class, available at <http://training.fema.gov/IS/crslist.asp>, shall be completed by the following:
 - 5.4.2.1.1 CO II through Wardens. Cadets shall complete the courses while attending COTA.
 - 5.4.2.1.2 Physical Plant staff
 - 5.4.2.1.3 Nurses
 - 5.4.2.1.4 Occupational Health Nurses
 - 5.4.2.1.5 Safety Officers
 - 5.4.2.1.6 Investigators
 - 5.4.2.2 ICS for Single Resources and Initial Action Incidents (IS-200.b) – This on-line class, available at <http://training.fema.gov/IS/crslist.asp>, shall be completed by the following supervisors:
 - 5.4.2.2.1 Sergeants through Wardens
 - 5.4.2.2.2 Directors of Nursing
 - 5.4.2.2.3 Physical Plant Supervisors
 - 5.4.2.2.4 Occupational Health Nursing Supervisors
 - 5.4.2.2.5 Safety Supervisors
 - 5.4.2.2.6 Investigator Supervisors
 - 5.4.2.3 Intermediate ICS (ICS-300) – This course shall be completed by the following:
 - 5.4.2.3.1 Captains through Wardens
 - 5.4.2.3.2 Emergency Operations Center (EOC) Staff
 - 5.4.2.3.3 Any other employees within the ICS structure
 - 5.4.2.3.4 Any other Department employees considered mid-level management
 - 5.4.2.4 Advanced ICS (ICS-400) – This course shall be completed by the EOC command, general staff and managers.
- 5.5 National Institute of Corrections Training Academy – Department employees shall be encouraged to participate in National Institute of Corrections (NIC) Training Programs.
- 5.5.1 NIC training schedules may be received from Staff Development and Training Bureau staff or on-line at <https://nicic.gov>.

- 5.5.2 Employees may nominate themselves for attendance at seminars/courses by submitting a written request and completed course application through their chain of command to the applicable Assistant Director, or Bureau Administrator.
- 5.5.3 The appropriate Assistant Director or Bureau Administrator shall review requests to determine final approval or disapproval and provide funds from his/her Division budget.
- 5.5.4 Once approved by the appropriate Assistant Director or Bureau Administrator, the employee shall send the completed application to NIC for consideration. Applicants selected by NIC shall be notified by mail approximately 45 calendar days prior to the start date of the seminar/course.

5.6 Certified Public Manager Program – Qualifying and approved Department employees may enroll in the Certified Public Manager Program offered through Arizona State University as optional training. Tuition Reimbursement may be utilized by contacting the Career and Academic Advisor Program Manager before registering for the program.

6.0 CORE COMPETENCY TESTING – Core Competency Testing shall be administered to job classifications as specified to ensure core task proficiencies.

6.1 Security Series Core Competency Testing – Testing for the Correctional Series shall be grouped based on the position descriptions and responsibilities as follows:

- 6.1.1 Test Group I – CO IIs only
- 6.1.2 Test Group II – Sergeants and Lieutenants only
- 6.1.3 Test Group III – CO IIIs only
- 6.1.4 Test Group IV – CO IVs only
- 6.1.5 Test Group V – Captains and Majors
- 6.1.6 Test Group VI – Correctional Administrators I – V only
- 6.1.7 Test Group VII – Community Corrections Officers
- 6.1.8 For other test groupings, Core Competency Testing shall be grouped based on job classification.
- 6.1.9 All Department staff in the Correctional Series at any of the private prisons in Arizona shall be tested and grouped based on 6.1.1 through 6.1.7 of this section. Test questions shall be modified to meet staff competencies at the private prisons based on Department Orders or Department Core Competency Testing.

6.2 Core Competency Testing Requirements and Responsibilities

- 6.2.1 The appropriate Assistant Director shall determine the minimum required passing scores for all job classes in coordination with the Chief Human Resources Officer.
- 6.2.2 Core Competency Test results shall be:
 - 6.2.2.1 Recorded on the employee’s Learning Management System training record upon test completion.

- 6.2.2.2 Utilized to ascertain needs assessment and task analyses for future trainings.
- 6.2.3 Failure to participate in Core Competency Testing without a reasonable, documented cause may result in disciplinary action up to and including dismissal, in accordance with Department Order #601, Administrative Investigations and Employee Discipline.
- 6.2.4 Employees failing to meet minimum passing scores shall receive retraining coordinated by the Training Officers. The results from the retests shall be recorded in the Learning Management System as "RETEST-PASSED." No numerical score shall be recorded.
- 6.2.5 Two or more failing scores may result in disciplinary action up to and including dismissal, in accordance with Department Order #601, Administrative Investigations and Employee Discipline.

7.0 TRAINING RECORDS AND TRACKING

- 7.1 All staff training records shall be maintained in the Learning Management System.
 - 7.1.1 Training Officers shall maintain the Training Roster, Form 509-2, for Pre-Service, In-Service, Field Training Evaluation and Program, Specialized Training, and Leadership Development Training records in their local training offices as a hard copy or electronic file.
- 7.2 On-line training course rosters shall be retained in a database.
- 7.3 Employee training records shall be organized by using the Employee Identification Number.
 - 7.3.1 In addition to the Learning Management System, hard copy COTA class records shall be kept on-site at COTA and organized by class and student, as indicated on the Records Retention Plan.
- 7.4 Depending on the type of training attended, Department training credits may be awarded for successful completion.
- 7.5 Rosters shall be completed for all training and professional development offered internally and shall be submitted to the Training Officer for entry into the training database.
- 7.6 Employees shall submit a Request for Outside Training Credit form with any associated documentation upon successful completion of external training qualifying for Department training credit. Training Officers shall assess the training to determine its appropriateness for training credit.
 - 7.6.1 Training credits shall be awarded for successfully completed college course work on a ratio of 15 Department training credits per hour of college credit. The employee shall be responsible for providing proof of successful course completion.
 - 7.6.2 Credit shall only be requested in 15 minute intervals, no longer than 60 minutes total. Any training longer than one hour shall be considered formal training and shall have an approved lesson plan and course code.
- 7.7 Training credits may be awarded for external speakers' training presentations or portions of Department meetings where training was conducted.

- 7.7.1 Training credits shall not be given for routine meeting activities.
- 7.7.2 Meeting facilitators may submit a Training Roster form with a lesson plan attached to Training Officers or the Training Manager describing the training. Training Officers or the Training Manager shall assess requests and award an appropriate amount of training credit where earned.
- 7.8 Instructors may be given training credit once per class, per year upon completion of documentation identified in the Employee Training and Education System Technical Manual.

8.0 CURRICULUM

- 8.1 When requests for new curriculum originate, the Chief Learning Officer shall accept and review them in coordination with the COTA Commander.
- 8.2 Except for testing of new curriculum, all Department-held training shall employ previously-approved curriculum.
 - 8.2.1 A Staff Development and Training Bureau staff member or designee shall be present at all pilots to ensure all instructional goals and objectives are met.
- 8.3 Approved curricula shall be assigned a course code.
- 8.4 COTA curriculum shall be approved by the AZPOST.
- 8.5 The Chief Learning Officer or designee shall review all Pre-Service, In-Service, Field Training and Evaluation, Specialized Training and Leadership Development curricula prior to final review and approval by the Director or designee.
- 8.6 The Chief Learning Officer shall ensure:
 - 8.6.1 Curriculum materials are provided to the National Institute of Corrections Library (NICL) for sharing with other corrections agencies and interested parties. External requests for copies shall be referred to the NICL.
 - 8.6.2 A full set of current Pre-Service and In-Service curriculum materials is provided electronically to private prison Wardens and Training Officers each Annual Training Year and when the curriculum materials are revised throughout the training year.
 - 8.6.2.1 Private prison Wardens and Training Officers shall acknowledge, via email, receipt of the curriculum materials.

9.0 INSTRUCTORS RECRUITMENT/CERTIFICATION

- 9.1 To maintain a cadre of qualified In-Service instructors, Wardens, Deputy Wardens and Bureau Administrators shall nominate appropriate subject matter experts and volunteer instructors to be trained to deliver In-Service Training.
- 9.2 Employees wishing to volunteer shall complete an Instructor Application, Form 509-3, obtain the required approvals, and submit the form to the Training Officer. Assignment as an instructor shall be at the Warden or Bureau Administrator's discretion. Firearms Instructor selection shall be in accordance with Department Order #510, Firearms Qualification/Firearms Instructor Certification.

- 9.3 Ideal Instructors shall:
 - 9.3.1 Possess effective verbal communication and presentation/facilitation skills.
 - 9.3.2 Be willing to conduct courses during various shifts and days of the week.
 - 9.3.3 Be recognized by supervisors, peers and other staff as subject matter experts.
 - 9.3.4 Not have any disciplinary actions as reviewed by the Warden within the least 12 months and not be on original probation.
 - 9.3.4.1 Instructors may have their certification suspended if there is any administrative and/or criminal investigation or disciplinary actions pending.
 - 9.3.4.2 The Warden or Bureau Administrator, with Training Officer input, may review pertinent information and determine a instructor's continued eligibility. Absence of investigation or discipline for six months may result in reinstatement of instructor eligibility.
 - 9.3.5 Not be under an administrative or criminal investigation.
 - 9.3.6 Demonstrate an excellent work ethic and performance appraisal.
 - 9.3.7 Demonstrate a positive attitude.
- 9.4 Instructor applicants shall satisfactorily complete a 40 hour Staff Instructor Certification course scheduled by the local Training Officer. Instructors with prior experience or formal education in instruction may be considered for participation in an abbreviated version of the Instructor Certification course. Eligibility for the abbreviated version shall be based on prior education and experience. {5-ACI-1D-02}
 - 9.4.1 Instructor candidates may be eligible for the abbreviated Instructor Certification courses provided they have had any of the following within the past five years:
 - 9.4.1.1 Instructor Certification and recent active instruction activity at another government agency.
 - 9.4.1.2 Military Instructor training and certification.
 - 9.4.1.3 Community College or College/University Teaching Certification.
 - 9.4.1.4 Accredited Seminary College Certification.
 - 9.4.2 Employees not falling clearly into these categories believing they are eligible for the abbreviated Instructor Certification shall provide written descriptions of their education and experience through their Training Officers. The Training Manager shall make the final decision of employees' eligibility.
- 9.5 Training Officers shall periodically observe and evaluate Pre-Service and In-Service Training Instructors using performance criteria taught in the Instructor Certification course. Instructors shall at minimum be evaluated annually using the Staff Instructor Observation Feedback, Form 509-10.

10.0 QUALITY ASSURANCE AND CONTROL

- 10.1 Classroom – Minimum acceptable standards for a classroom environment shall include the following: {5-ACI-1D-08}
 - 10.1.1 The room shall be large enough to accommodate all participants, instructors, and training equipment, to include audio visual.
 - 10.1.2 The classroom shall be free of disruptions, foot traffic, unpleasant odors, visual barriers, noise, temperature extremes, and safety hazards.
 - 10.1.3 Stored materials, if kept in the classroom, are stacked neatly or kept out of sight, and do not hinder full and complete usage of the room space.
- 10.2 Participation – Instructors and students shall:
 - 10.2.1 Dress in accordance with Department Order #503, Employee Grooming and Dress requirements.
 - 10.2.2 Participate fully in the class.
 - 10.2.3 Not engage in disruptive side conversations or actions. Radios and cell phones (outside of institutions) shall be turned off or placed on silent mode during training.
- 10.3 Students shall receive copies of necessary class materials for use during the class period. {5-ACI-1D-06}
- 10.4 Instructors shall keep current and accurate training records. Suspected errors in training records should be reported to a Training Officer for correction.
- 10.5 Adequate participation levels in academies shall be required in order to run training simulations and achieve the best interaction for group problem-solving activities.
- 10.6 Leadership Development Academy calendars shall be published based on projected statewide staffing needs and include participants from throughout the State to maximize operational standardization and consistency and promote free exchange of ideas.
- 10.7 Staff instructors shall ensure that all students comply with Department policies and procedures while in the training classroom.

11.0 TUITION REIMBURSEMENT – The Department’s Tuition Reimbursement Program, which uses the fiscal year (July 1st – June 30th) to determine employees’ eligibility for Tuition Reimbursement is not an entitlement and shall be subject to the availability of Tuition Reimbursement funds.

- 11.1 The Department’s Tuition Reimbursement Program may be used for classes, course work and/or exams (including online) for approved Degree and Certificate Programs and College Level Examination Program (CLEP) exams/Dantes Subject Standardized Tests (DSST) from a Regionally accredited institution. Nationally accredited institutions may qualify for the reimbursement program, on a case-by-case basis, in consultation with the Career and Academic Advisory Program Manager. {5-ACI-1D-09}

11.1.1 Employees are encouraged to review the Database of Postsecondary Institutions and Programs, located on the US Department of Education website, which lists accreditation credentials of institutions.

11.1.2 Employees attending private colleges/universities and meeting accreditation requirements may be eligible for tuition reimbursement based on availability of funds.

11.2 Degree Programs

11.2.1 Approved Degree Programs shall include the following Degrees:

11.2.1.1 Associate's Degree

11.2.1.1.1 Approved Associate's Degrees shall include: General Studies, Corrections, Correctional Administration, Public Administration, Business Administration, Human Services, Education, Political Science, Fire Sciences, Chemical Dependency/Addiction Counseling, Organizational Leadership, Quality Customer Service, Criminology, Criminal Justice, Administration, Accounting, and Information Technology.

11.2.1.1.2 Employees with an Associate's Degree in any field may be eligible for Tuition Reimbursement payments for a Bachelor's Degree as outlined in this section. No Tuition Reimbursement payments shall be provided for a second Degree at the same or equivalent level.

11.2.1.2 Bachelor's Degree

11.2.1.2.1 Programs shall include: Corrections, Correctional Administration, Public Administration, Business Administration, Human Services, Education, Political Science, Fire Sciences, Chemical Dependency/ Addiction Counseling, Organizational Leadership, Quality Customer Service, Psychology, Sociology, Counseling, Criminology, Criminal Justice, Administration, Accounting, and Information Technology.

11.2.1.2.2 Employees with a Bachelor's Degree in any field may be eligible for Tuition Reimbursement payments for a Master's Degree as outlined in this section. No Tuition Reimbursement payments shall be provided for a second Degree at the same or equivalent level.

11.2.1.3 Master's Degree

- 11.2.1.3.1 Programs shall include: Criminology, Criminal Justice, Administration, Public Administration, Business Administration, Human Services, Education, Educational Leadership, Political Science, Chemical Dependency/Addiction Counseling, Organizational Leadership, Psychology, Sociology, Counseling, and Accounting.
- 11.2.1.3.2 Employees who currently have a Master's Degree in any field shall not be eligible for Tuition Reimbursement payments to obtain a second degree at the same or equivalent level.
- 11.2.1.3.3 Tuition Reimbursement payments shall not be provided for any degree beyond a Master's Degree without the Director's prior written approval.
- 11.2.1.4 A Degree not listed above may be approved on a case-by-case basis.
- 11.2.1.5 Arizona state-affiliated community colleges and universities meeting the accreditation requirement include, but are not limited to:
 - 11.2.1.5.1 Pima Community College
 - 11.2.1.5.2 Central Arizona Community College
 - 11.2.1.5.3 Cochise College
 - 11.2.1.5.4 Coconino Community College
 - 11.2.1.5.5 Eastern Arizona Community College
 - 11.2.1.5.6 Mohave Community College
 - 11.2.1.5.7 Arizona Western Community College
 - 11.2.1.5.8 Northland Pioneer Community College
 - 11.2.1.5.9 Community Colleges affiliated with the Maricopa County Community College system
 - 11.2.1.5.10 Arizona State University
 - 11.2.1.5.11 Northern Arizona University
 - 11.2.1.5.12 University of Arizona

11.3 Certificate Programs

- 11.3.1 Approved Certificate Programs shall include the following:
 - 11.3.1.1 Peace Officer Standard Training (POST) Certification
 - 11.3.1.2 Certified Public Manager (CPM) and other leadership programs offered by Arizona State University

- 11.3.1.3 Water/Waste Water Certification
 - 11.3.1.4 Emergency Medical Technician (EMT) Certification
 - 11.3.1.5 Information Technology (IT) Certification
 - 11.3.1.6 Other Certificate Programs on a case-by-case basis
- 11.4 The Department’s Tuition Reimbursement Program may be used for tuition costs and exclusively for the following fees for approved Degree and Certificate Programs:
- 11.4.1 Processing or registration
 - 11.4.2 Application/Enrollment fee in lieu of registration fee, if applicable (one-time payment only).
 - 11.4.3 Credit by examination costs
 - 11.4.4 Credit by evaluation costs
 - 11.4.5 College Level Examination Program (CLEP)
 - 11.4.6 Dantes Subject Standardization Tests (DSST)
 - 11.4.7 Other fees not specified as excluded as outlined in this section, which may be considered on a case-by-case basis.
- 11.5 The Department’s Tuition Reimbursement Program shall not be used for:
- 11.5.1 Lab Fees, Books, Materials and Supplies, Professional Program Fees, Financial Aid Trust Fees, Student Recreation Complex Fees, Late Fees, Graduation Fees, Malpractice Insurance Fees for Health related classes and Transcript Fees.
 - 11.5.2 Check Non-sufficient Funds, Identification Replacement Fees, Recreation Bond Fees, Arizona Student Association Fees, Special Course Fees, Late Registration Fees, Origination Fees, Diploma Replacement Fees, and Parking Fees.
 - 11.5.3 Costs associated with continuing education credits (CEUs).
 - 11.5.4 Maintenance of credentialing or licensing requirements.
 - 11.5.5 Costs funded by other financial assistance means. Employees receiving any type of financial assistance, (i.e., Pell Grants, Scholarships, VA Education Benefits, Federal Student Education Opportunity Grant (FSEOG), Community College/University Grants, discounts, etc.) shall meet with the Career and Academic Advisory Program Manager to determine tuition reimbursement eligibility.
- 11.6 Tuition Reimbursement Eligibility
- 11.6.1 Eligible employees shall:

- 11.6.1.1 Be full-time employees seeking approved Degrees and Certificates and/or taking CLEP/DSST exams directly related to improving their skills in their current position or to provide promotional opportunities within the Department.
- 11.6.1.2 Not be on Family Medical or Extended Leave Status prior to start of course (refer to Career and Academic Program Manager.)
- 11.6.2 Employees owing funds to the Department shall not be eligible for Tuition Reimbursement until the funds are repaid.
- 11.6.3 Eligible employees may receive up to \$3,000 in Tuition Reimbursement payments per fiscal year for classes and course work for approved Degree and Certificate Programs and CLEP/DSST exams.
- 11.7 Tuition Reimbursement payments for approved Degree and Certification Programs and CLEP/DSST exams shall be as follows:
 - 11.7.1 Tuition Reimbursement payments shall be processed and disbursed through the employee's payroll check upon the completion of classes, course work or CLEP/DSST exams and the required forms.
 - 11.7.2 For classes, course work and/or CLEP/DSST exams using letter grades, employees shall be eligible for:
 - 11.7.2.1 100% of approved costs and fees when earning a course grade of "A".
 - 11.7.2.2 90% of approved costs and fees when earning a course grade of "B".
 - 11.7.2.3 80% of approved costs and fees when earning a passing grade of "C".
 - 11.7.2.4 No Tuition Reimbursement payments when receiving a grade of "D" or below.
 - 11.7.3 For classes, course work and/or CLEP/DSST exams which assign "PASS" or "FAIL" grades, employees shall be eligible for:
 - 11.7.3.1 100% of the tuition approved costs and fees when earning a passing grade.
 - 11.7.3.2 No Tuition Reimbursement payments when receiving a failing grade.
 - 11.7.4 For employees enrolled in a Personalized Learning Degree Program at an accredited community college or university, reimbursements shall be based on the completion of core competencies and unit credits as determined by the community college or university. Employees shall:
 - 11.7.4.1 Receive a minimum score equivalent to a "B" letter grade as determined by the community college or university to be eligible for tuition/fees reimbursement payments.
 - 11.7.4.2 Meet with the Career and Academic Advisor to discuss how payments will be calculated.

- 11.8 Supervisors may approve employees who are attending class, the opportunity for: {5-ACI-1D-22}
 - 11.8.1 Adjusted work schedule or work week.
 - 11.8.2 Voluntary use of accrued compensatory or annual leave.
 - 11.8.3 Educational leave in accordance with A.A.C. R2-5A-B608.
 - 11.8.4 A shift allowing the employee to finish a semester or course before being transferred to another shift.
 - 11.8.5 Approval of any accommodations shall not interfere with or impair the overall functioning of the institution/bureau, the delivery of services, or attainment of work objectives.
- 11.9 Tuition Reimbursement Eligibility Process
 - 11.9.1 Employees shall:
 - 11.9.1.1 Contact the Career and Academic Advisory Program Manager to discuss career and educational goals, Degree/Certificate Program options and/or CLEP/DSST exams, and the policies and procedures established for the Tuition Reimbursement Program prior to applying for Tuition Reimbursement eligibility for the first time.
 - 11.9.1.2 Submit to the Career and Academic Advisory Program Manager:
 - 11.9.1.2.1 An Employee Tuition Reimbursement Application, Form 509-16, for each class, at least 30 calendar days prior to the start of class, course work and/or CLEP/DSST exam start date.
 - 11.9.1.2.2 An academic degree/certificate plan outlining the courses needed to complete the degree/certificate program.
 - 11.9.1.2.3 A course description for each class.
 - 11.9.1.2.4 A tuition fee schedule describing the cost per credit hour.
 - 11.9.1.2.5 Incomplete information may delay processing.
 - 11.9.2 The Career and Academic Advisory Program Manager shall review Employee Tuition Reimbursement Application forms and applicable documentation to determine eligibility for tuition reimbursement funds.
 - 11.9.2.1 Approval shall be indicated on the Employee Tuition Reimbursement Application form.
 - 11.9.2.2 A copy of the approved Employee Tuition Reimbursement Application form shall be forwarded to the employee.

11.9.2.3 If an employee is not eligible for tuition reimbursement funds, the Career and Academic Advisory Program Manager shall send an email to the employee detailing the reason for the denial.

11.9.3 Employees shall:

11.9.3.1 Upon receiving approval from the Career and Academic Advisory Program Manager, register for their classes, course work or CLEP/DSST exam.

11.9.3.1.1 Classes shall be scheduled during the employee's off-duty hours or during periods of approved leave.

11.9.3.2 Within 30 calendar days of the completion of each class, course work for an approved Degree or Certificate Program or CLEP/DSST exam, mail the following documents to the Career and Academic Advisory Program Manager:

11.9.3.2.1 Grade(s) or completion documents published by the college or university.

11.9.3.2.2 Proof of tuition payments (receipts) for each class and/or registration fees.

11.9.3.2.3 A completed State of Arizona Employee Expense Reimbursement Form, GAO-502.

11.9.3.3 Within 30 calendar days of the completion of an approved Degree or Certificate Program or CLEP/DSST exam, submit by email or mail the following to the Career and Academic Advisory Program Manager.

11.9.3.3.1 A copy of the Program's Degree Diploma/Certificate; or

11.9.3.3.2 Final Transcripts published by the college or university

11.9.4 The Career and Academic Advisory Program Manager shall:

11.9.4.1 Upon completion of each class, review the submitted documents to determine disbursement of payment amounts.

11.9.4.1.1 For approvals and denials, a copy of the State of Arizona Employee Expense Reimbursement forms, the Employee Tuition Reimbursement Application and grades shall be filed in the Career and Academic Planning (CAAP) Office.

11.9.4.1.2 For approvals, copies of the documentation as outlined in 11.9.3.2.1 through 11.9.3.2.3 of this section shall be forwarded to the Prison Operations Division Business Office for processing.

11.9.4.2 Upon the completion of an employee's approved Degree or Certificate Program or CLEP/DSST exam, file a copy of received Degree/Certificates/Transcripts for approved Programs in the CAAP Office.

- 11.9.5 If denied Tuition Reimbursement for any reason the employee may send an appeal package to the Chief Learning Officer within ten calendar days of receipt of the Tuition Reimbursement payment denial. The appeal package shall include a letter of explanation outlining the circumstances for the appeal, the remedy being sought, and the Employee Tuition Reimbursement Application.
 - 11.9.5.1 The Chief Learning Officer shall review all Tuition Reimbursement payment appeals.
 - 11.9.5.1.1 Denials based on insufficient funds in the Department's Tuition Reimbursement Program shall be final.
 - 11.9.5.1.2 Disposition on denials for all other reasons than those outlined in 11.9.5.1.1 above shall be rendered by the Chief Learning Officer within ten calendar days of receipt.
- 11.9.6 Employees shall contact the Career and Academic Advisory Program Manager:
 - 11.9.6.1 Immediately when withdrawing from or receiving an incomplete or failing grade for a class, course work or CLEP/DSST exam for which Tuition Reimbursement payment was for approved and provide copies of the documents.
 - 11.9.6.2 When changing schools or Degree/Certificate plans to discuss options before changes can be made.
 - 11.9.6.2.1 Employees shall be responsible for understanding the accreditation status of the educational institution and the transferability of course credits should they change educational institutions.
 - 11.9.6.3 Before changing a class, course work or CLEP/DSST exam for which Tuition Reimbursement was approved. The submission and approval of a new Employee Tuition Reimbursement Application form containing the new course information may be required.
- 11.9.7 If separating from the Department, regardless of the reason, employees shall return Tuition Reimbursement payments within 30 calendar days for classes, course work and CLEP/DSST exams taken within the past 12 months or initiate a repayment plan with the Financial Services Bureau Administrator or designee.
 - 11.9.7.1 Tuition Reimbursement payments shall be returned to the Department by Cashier's Check or Money Order, made payable to the Arizona Department of Corrections, Rehabilitation and Reentry.
 - 11.9.7.2 In situations where employees fail to develop a Tuition Reimbursement repayment plan or fail to repay 100% of all owed funds, the Department shall:
 - 11.9.7.2.1 Withhold funds from the employee's paycheck, leave pay-offs, or Retirement Application for Sick and Leave Funds.

11.9.7.2.2 If amounts due are greater than the final check; the delinquent account shall be sent to the Attorney General's Office for collection, which may impact the employee's future State of Arizona income tax refunds.

11.9.8 Human Resources Liaisons shall notify the Financial Services Bureau Administrator or designee within seven calendar days when employees are planning to resign to determine if monies are owed to the Department.

IMPLEMENTATION

Within 90 days of the effective date of this Department Order, the Deputy Director shall ensure:

- The Chief Learning Officer updates and maintains the Comprehensive Training Technical Manual.
- The COTA Commander updates and maintains the COTA Technical Manual.

DEFINITIONS/GLOSSARY

Refer to the Glossary of Terms for the following:

- Annual In-Service Training Plan
- Arizona Peace Officer Standards and Training (AZPOST) Board
- Conducted Electrical Weapon (CEW)
- Core Competency
- Curriculum
- Elective Training
- Frequent Contact
- Incidental Contact
- Nationally Accredited School
- Needs Assessment
- New Employee Orientation Training
- New Non-Department Personnel Orientation Training
- Non-Department Personnel
- Outside Training
- Periodic Contact
- Pre-Service Training
- Regionally Accredited Colleges/Universities
- Satellite Training Plan
- Training
- Training Credit

FORMS LIST

509-2, Training Roster

509-3, Instructor Application

509-10, Staff Instructor Observation Feedback

509-16, Employee Tuition Reimbursement Application

509-22, Visitation Officer OJT Check Sheet

AUTHORITY

- A.R.S. §41-743, Powers and Duties of the Director
- A.R.S. §41-1661, Definitions
- A.R.S. §41-1662, General Training Powers and Duties of the Director; Fund
- A.R.S. §41-1664, Tuition and Fees; Reimbursement
- A.R.S. §41-1821, Arizona Peace Officer Standards and Training Board; Membership; Appointment; Term; Vacancies; Meetings; Compensation, Acceptance of Grants
- A.R.S. §41-1822, Powers and Duties of Board; Definition
- A.R.S. §41-2824, Training Institute; Training Institute Fund
- A.A.C. R2-5A-B608, Educational Leave
- A.A.C. R-13-4-103, Certification of Peace Officers
- A.A.C. R-13-4-204, Records and Reports
- A.A.C. R-13-4-205, Basic Training Requirements